



46TH ANNUAL INDIANA CONSORTIUM

of

STATE AND LOCAL HUMAN RIGHTS AGENCIES CONFERENCE

PRESENTED *by:*



BUILDING A ROBUST DIVERSITY & INCLUSION PROGRAM

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Ice Miller, LLP

STRATEGIC PLAN DEVELOPMENT

- Evaluate leadership direction
- Review planning life cycle
- Introduce essential components
- Discuss implementation, oversight and evaluation



GROUP DISCUSSION

Share one challenge you've experienced (or believe you'll experience) with strategic planning.



GROUP DISCUSSION



How is this difference relevant to strategic planning?

STRATEGIC PLAN PRE-WORK

1. Leadership Direction
2. Business Case
3. Maturity Assessment
4. Culture Analysis
5. Stakeholder Input
6. Data Analysis
7. Best Practice Analysis
8. Steering Team
9. Plan's Plan

LEADERSHIP DIRECTION

Maturity	<ul style="list-style-type: none">• food, fun & festivities• core competency• business strategy
Commitment	<ul style="list-style-type: none">• department accountability• personal engagement• walk or talk
Investment	<ul style="list-style-type: none">• budget• staffing• silo or systemic

BUSINESS CASE

Ethnically Diverse
Companies

33%

More likely to
financially outperform
national industry median

Gender Diverse
Companies

21%

More likely to
financially outperform
national industry median

Organizations Rated
Highly For D&I

45%

More likely to
improve market share

Organizations Rated
Highly For D&I

70%

More likely to have success
in new markets

Source: Delivering through diversity, Vivian Hung, Lareina Yee, Sara Prince and Sundiatu Dixon-Fyle (McKinsey & Company, 2018) and Sylvia Ann Hewlett, Melinda Marshall & Laura Sherbin with Tara Gonsalves, Innovation, Diversity & Market Growing (Center for Talent Innovation, 2013)

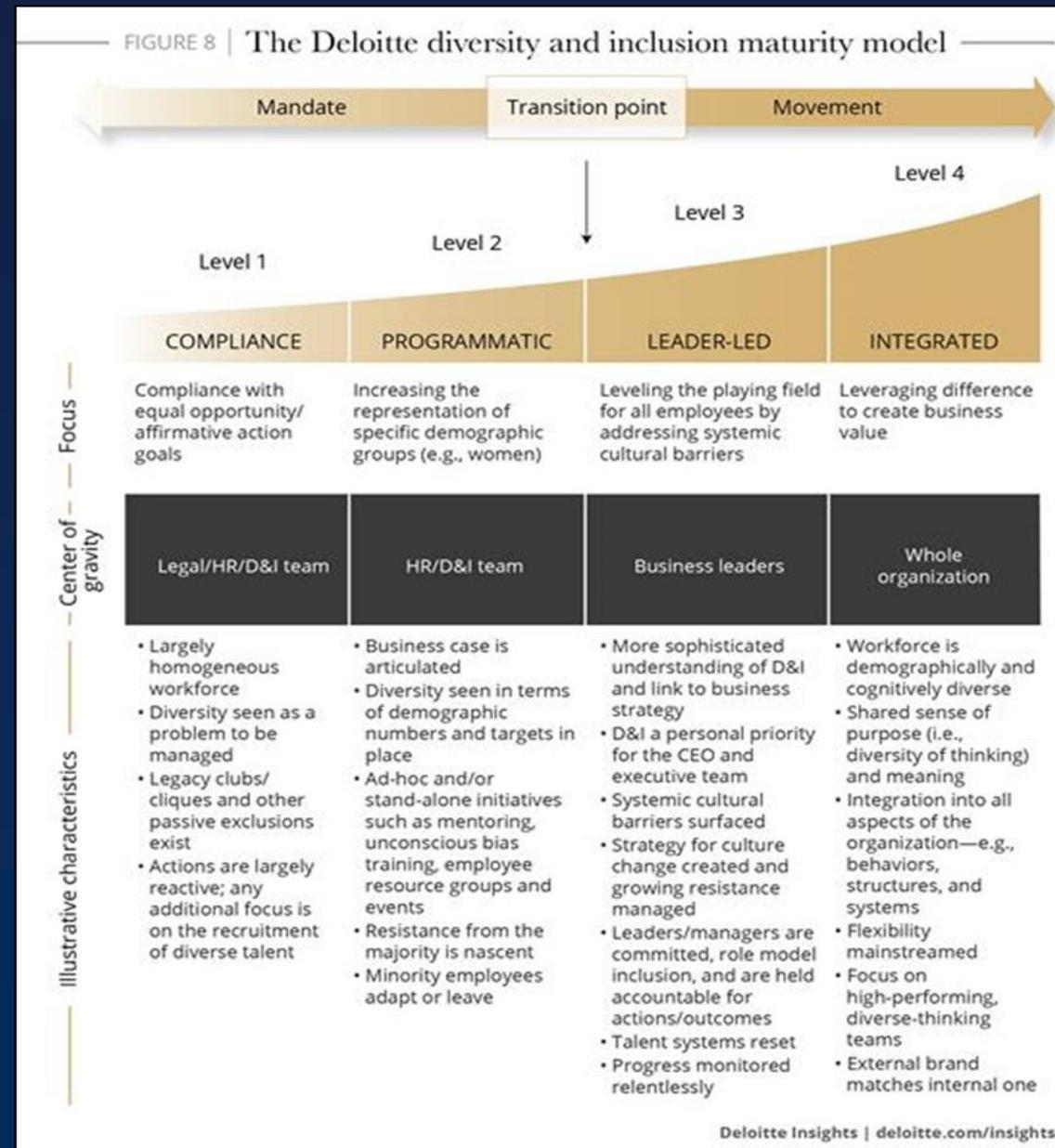
*Starbucks C.E.O. Apologizes
After Arrests of 2 Black Men*

*A Black Yale Student Was Napping,
and a White Student Called the Police*

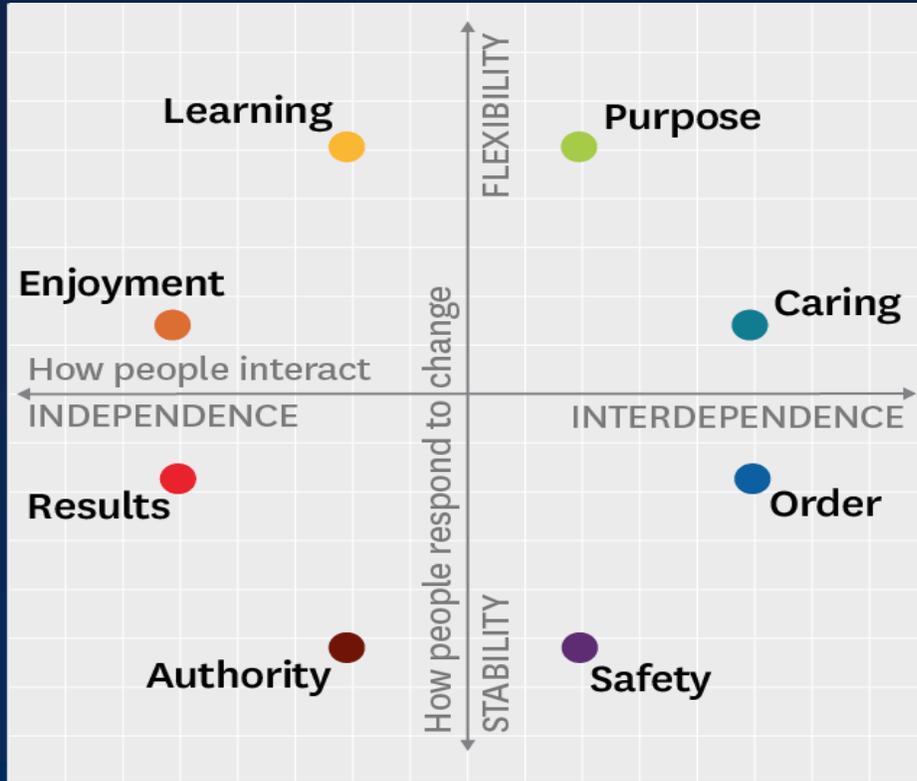
**CVS Health apologizes after manager called police on black
customer over coupon**

**White woman calls cops on black
man babysitting white kids**

Maturity Assessment



Culture



As someone once said, culture eats strategy for breakfast.

SOURCE SPENCER STUART
FROM "THE LEADER'S GUIDE TO CORPORATE CULTURE," BY BORIS GROYSBERG, JEREMIAH LEE, JESSE PRICE, AND J. YO-JUD CHENG, JANUARY-FEBRUARY 2018

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Culture

On a scale of 1-5, rate how well each of these statements describes the department.

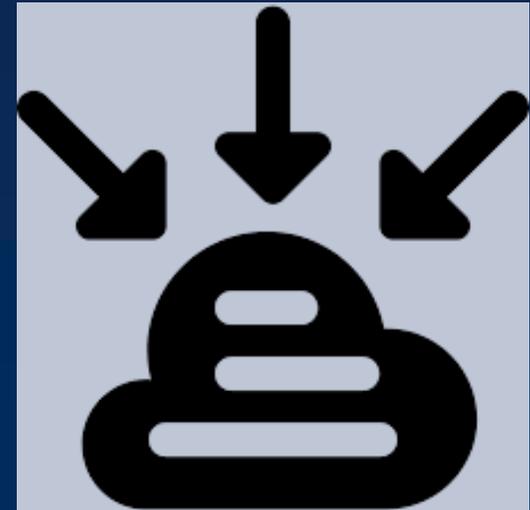
1 = Not at all well 2 = Not very well 3 = Somewhat well 4 = Very well 5 = Extremely Well

Department is focused on:					Department feel like:					Total
Collaboration & Mutual Trust					A Big Family					Caring
1	2	3	4	5	1	2	3	4	5	
Compassion & Tolerance					An Idealistic Community or Cause					Purpose
1	2	3	4	5	1	2	3	4	5	
Exploration and Creativity					A Dynamic Project					Learning
1	2	3	4	5	1	2	3	4	5	
Fun & Excitement					A Celebration					Enjoyment
1	2	3	4	5	1	2	3	4	5	
Achievement & Winning					A Meritocracy					Results
1	2	3	4	5	1	2	3	4	5	
Strength & Boldness					A Competitive Arena					Authority
1	2	3	4	5	1	2	3	4	5	
Planning & Caution					A Meticulously Planned Operation					Safety
1	2	3	4	5	1	2	3	4	5	
Structure & Stability					A Smoothly Running Machine					Order
1	2	3	4	5	1	2	3	4	5	

From: *What's Your Organization's Cultural Profile?* January-February 2018 Harvard Business Review

STAKEHOLDER INPUT

- Survey and/or Listening Sessions
- Hold a mirror up to the organization
- Broad engagement, representation



DATA ANALYSIS

What Gets Measured Gets Done

Demographics by Level

Attrition

Advancement

Candidate Pools



BEST PRACTICE ANALYSIS

- Corporate (*EY, PwC, CEO Action Pledge*)
- Tech Industry (*Google re:Work, Textio*)
- Legal Industry (*WorkLife Law UC Hastings College of the Law*)
- Higher Education



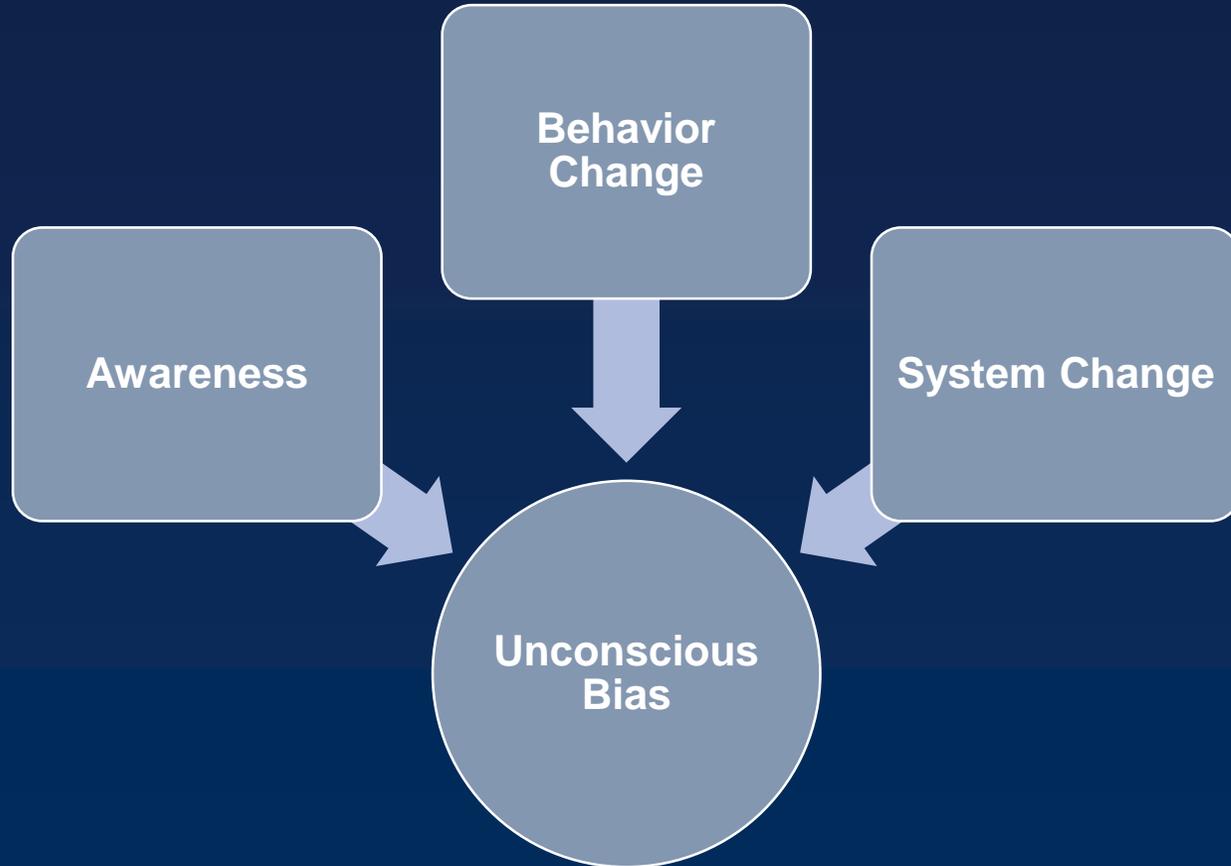
BEST PRACTICES

**MORE THAN 400 ACTIONS
TO ADVANCE DIVERSITY
& INCLUSION**

CEO **ACTION** FOR
DIVERSITY & INCLUSION

- Affinity Groups and Networks
- Developing Diverse Talent
- Disability Initiatives
- Diversity Philanthropy and Community Investment
- Education and Training
- Engaging Men
- Gender Strategies
- Leadership
- Leveraging Technology
- LGBT Equality
- Mentoring and Sponsorship
- Metrics and Accountability
- Race in the Workplace
- Recruiting Diverse Talent
- Responses to Charlottesville
- Succession Planning
- Supplier Diversity
- Veteran's Initiatives
- Work/Life Flexibility and Benefits

BEST PRACTICE AREA OF FOCUS



Interrupt Unconscious Bias

- how you recruit & hire talent
- how you evaluate talent
- how you assign work
- how you compensate
- how you support families

STEERING TEAM & REVIEW GROUP

Steering Team

- Representative
- Influencers
- Engaged
- Nimble (5-7 people)
- Chair
- Facilitator

- Oversee the development and drafting of the strategic plan

- Champion the work



Review Group

- Role in plan implementation
- Provide feedback and seat at the table

- Set expectations

PLAN'S PLAN

- Acquire project management skill set
- Create strategic plan development calendar before you start
- How will we get this done?
- Who will be involved and how?
- When will each step be accomplished?
- Develop a communication strategy



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STRATEGIC PLAN COMPONENTS

1. Vision
2. Strategic Priorities
3. Goals
4. Organizational Change Drivers
5. Plan Benchmarks

VISION



Vincent Tsui

***Create Clarity,
Generate Energy,
Deliver Success.***
Microsoft Leadership Principles

- Design with the brain in mind
- Has to be memorable
- Takes less than 3 seconds to say out loud

Rock, D. (2018). Tell Employees What You Want Them to Strive for (in as Few Words as Possible). [online] Available at: <https://hbr.org/2018/02/tell-employees-what-you-want-them-to-strive-for-in-as-few-words-as-possible>

STRATEGIC PRIORITIES

- Critical areas of focus for the success
- Achievement & future focused
- 3-5 areas where the department's limited resources will be focused

OUR STRATEGY



Our strategic initiatives target improvement in the areas of inclusiveness, retention and advancement.

All team members feel respected, included, valued and part of the team.

Our people feel empowered to be their authentic selves. Our environment allows team members to realize their unique potential and contribute their best work.

Inclusive leadership skills are enhanced and unconscious bias is mitigated.

Our leaders are equipped with the skills to lead teams inclusively and inclusive leadership plays a key role in management appointments. We increase awareness of unconscious bias and interrupt bias in our processes.

Attorney work distribution practices and development programs are designed to provide equitable access to meaningful assignments and opportunities.

We ensure transparency around the benchmarks for career advancement at Ice Miller. We create focus for equitable development and work allocation.

Staff professional development and advancement opportunities are enhanced to support engagement and retention.

Our professional staff feels valued and their leadership capability is enhanced within Ice Miller.

Ice Miller LLP

GOALS

- Advance Progress on Strategic Priorities
- SMART + Action Steps [2-3]
- Implementation Overview (example below)

Strategic Priority Alignment	Inclusive leadership skills are enhanced and unconscious bias is mitigated.
Implementation Goal Date	Q4 2018
Goal Lead	Managing Director of People
Implementation Support	Director of Talent Development
Goal Contributors	Director of Learning
Metrics	Measure achievement of action items within timeframe

GOALS

Organization-Wide

D&I Committee

Department Level

2-3 Years
3-5 Goals
Per Strategic
Initiative

ORGANIZATIONAL CHANGE DRIVERS



- Measurement-forward approach
- Promote accountability, transparency and sustainability
- Support strategic plan progress

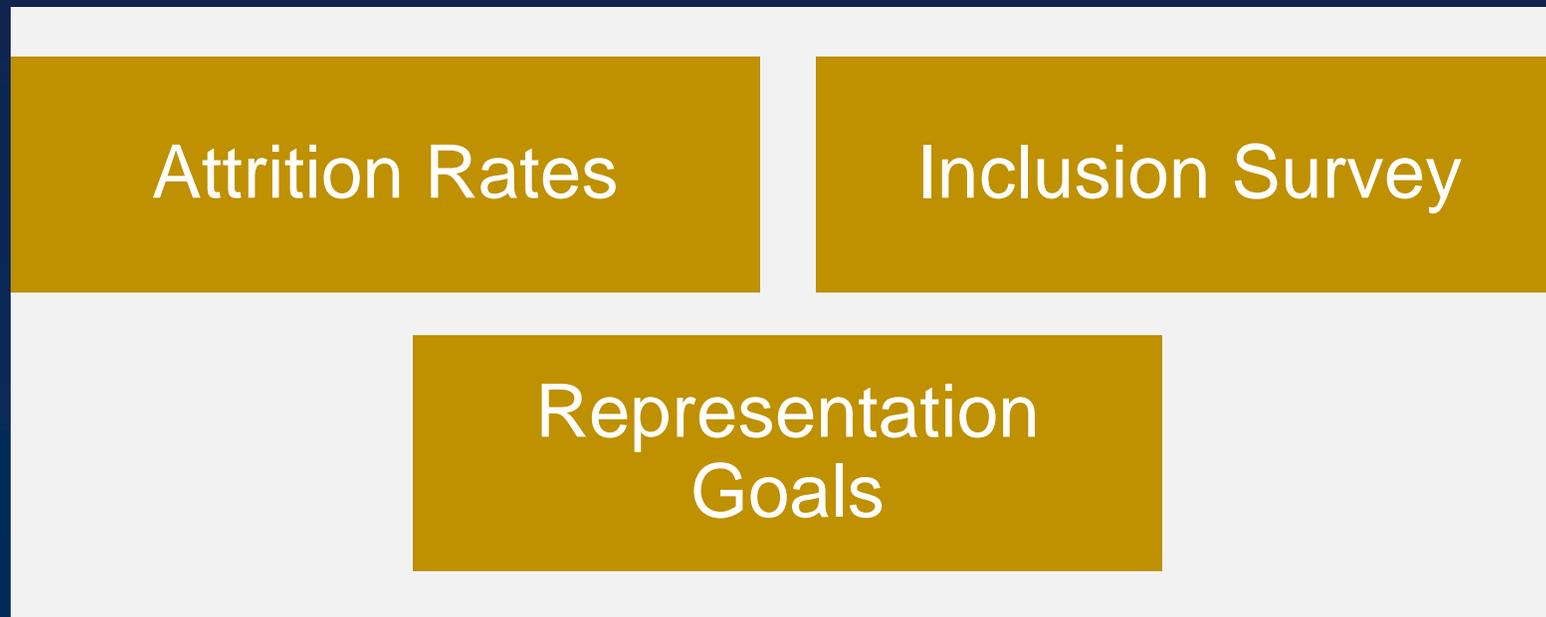
ORGANIZATIONAL CHANGE DRIVERS

Leadership Levers

- Budget + Spend Expectations in Alignment with Strategic Plan
- Group/Team Specific Goal in Alignment with Strategic Plan
- Training + Embed in Performance Expectations
- Annual Meeting with CEO on Inclusion Progress
- Dashboard & Metric Goals

PLAN BENCHMARKS

- Lag Measures – is the plan moving the needle?



STRATEGIC PLAN COMPONENTS

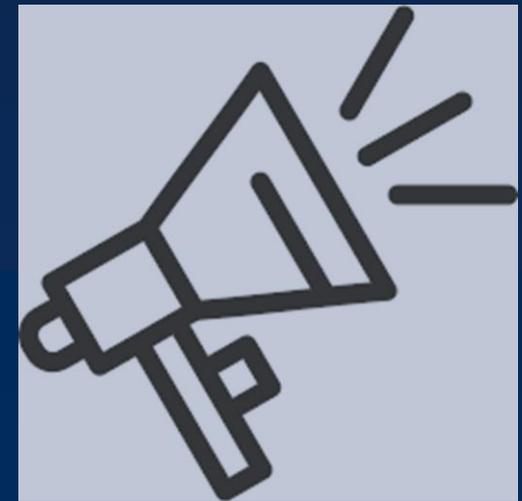
1. Vision
2. Strategic Priorities
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IMPLEMENTATION & OVERSIGHT

1. Communicate
2. Implement
3. Measure
4. Adjust
5. Repeat

COMMUNICATE

- 4-month post launch strategy
- In-person on-boarding
- Leadership talking points
- Internal and external materials
- Agenda item on all leadership meetings



IMPLEMENT

- Work the plan
- Ensure accountability
- Continue project management
- Communicate progress
- Reject scope creep

Action Steps

Implementation Goal Date

Goal Lead

Implementation Support

Goal Contributors

Metrics

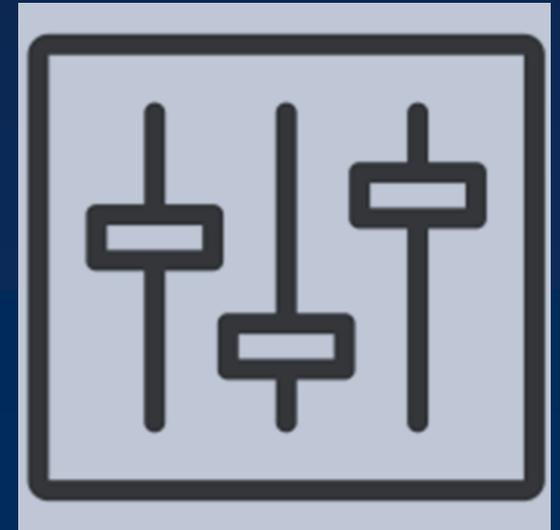
MEASURE

- Was the initiative successful – how do you know?
- Is the plan moving the needle?
- Leverage industry scorecards
- Develop a regular reporting cycle



ADJUST

- Continuous improvement mindset
- Quality and impact not quantity
- Reject complacency
- Focus on systemic and sustainable change



IMPLEMENTATION & OVERSIGHT

1. Communicate
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5. Repeat

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